

FY2006 3-Year Timeline - DRAFT 10/24/05

NR	Description	Date
1.0	Asset Management for Owned Real Property Portfolio – Budget Decision Making and Delivery (Land-Holding OPDIVs).	
1.1	By 10/30/05, implement FRPC and HHS Initial Internal Metrics. Description: FRPC metrics Facility Condition Index, Operating Cost, Utilization, Mission Dependency and HHS metrics Construction Cost, Scope, Schedule, and Space Utilization. (PTB3)	10/30/05
1.2	By 12/30/05, OPDIVs provide Construction Program status (through quarterly status reporting) indicating performance against budget, scope, and schedule metrics. (PTB3)	12/30/05
1.3	By 12/30/05, issue HHS draft policy on use of Operating Funds for facilities construction. (PTB3)	12/30/05
1.4	By 2/1/06, OPDIVs provide Construction Program status by (through quarterly status reporting) indicating performance against budget, scope, and schedule metrics. (PTB3)	2/1/06
1.5	By 1/30/06, HHS issues “pre-budget” guidance (see 3.4).	1/30/06
1.6	By 2/28/06, OPDIVs issue their internal budget guidelines consistent with HHS prebudget guidance.	2/28/06
1.7	By 3/30/06, develop process to consider applicable FRPC and HHS metrics in facility planning, budget development and priority-setting tied to OPDIV/HHS budget process. (PTB3)	3/30/06
1.8	By 3/30/06, form senior-level OPDIV work group and develop draft facility disposition algorithm. (PTB3)	3/30/06
1.9	By 3/30/06, review OPDIV PART actions for facilities construction programs and identify needed additional performance measures to further improve management of the HHS construction management program. (PTB3)	3/30/06
1.10	By 5/1/06, HHS issues formal budget call guidance, including call for OPDIV priorities based on consideration of FRPC and HHS metrics and HHS Strategic Plan and Programs.	5/1/06
1.11	OPDIVs provide Construction Program status by 5/1/06 (through quarterly status reporting) indicating performance against budget, scope, and schedule metrics. (PTB3)	5/1/06
1.12	By 6/1/06, OPDIVS develop capital investment plan, and annual facilities plan, based on FRPC and HHS metrics for OPDIV FY08 budget submission. (10x10)	6/1/06
1.13	By 6/1/06, develop, as applicable, a draft construction program performance measures from OPDIV PART actions and initiate review/test period for full implementation by 4Q06. (PTB3)	6/1/06
1.14	By 6/30/06, based on data gathered and reported to the FRPP in 1Q06, develop a draft list by 6/30/06, for Board review and approval, of properties for disposition. (PTB3)	6/30/06
1.15	By 6/30/06, present draft HHS facility disposition algorithm policy to the Board for approval. (PTB3)	6/30/06
1.16	By 6/30/06, assess ARIS and FRPC performance metrics data to determine potential legislative proposal for enhanced HHS real property authorities. (PTB3)	6/30/06
1.17	By 6/30/06, conduct HHS Capital Investment Review Board and produce a prioritized list, by OPDIV, of fiscal year budget requests for new construction, improvements, major repairs and land acquisitions based on HHS strategic plans, planned legislation, program/health need of the population service, OPDIV rolling five-year plans and an evaluation of OPDIV asset management activities through review of performance metrics. (PTB3)	6/30/06
1.18	By 8/1/06, OPDIVs provide Construction Program status (through quarterly status reporting) indicating performance against budget, scope, and schedule metrics. (PTB3)	8/1/06
1.19	By 8/15/06, OPDIVs submit final HHS Form 300s supporting FY08 Budget Submission and any revised HHS Form 300s for FY07 program implementation. (10x10)	8/15/06
1.20	By 9/15/06, HHS approves OPDIV HHS Forms 300 supporting FY08 Budget Submission and forwards to OMB Budget.	9/15/06
1.21	By 9/15/06, if applicable, establish new construction measures per PART studies and provide implementing guidance. (PTB3)	9/15/06
1.22	By 9/15/06, initiate a bottoms-up evaluation of the impact of performance measures currently in place to identify needed improvements to better assist management decision making. (PTB3)	9/15/06
1.23	By 9/30/06, HHS approves OPDIV HHS Forms 300 supporting FY07 project implementation for FY07 design and construction starts.	9/30/06
1.24	By 9/30/06, implement guidance for HHS facility disposition algorithm policy. (PTB3)	9/30/06
1.25	By 9/30/06, based on the assessment of ARIS and FRPC performance metrics data, if applicable, brief the Capital Investment Review Board by 9/30/06 on a proposal for the Department to put forth proposed new legislation allowing HHS new real property authority to: 1) retain and use disposal proceeds; 2) exchange/sale authority; 3) subleasing authority; 4) outleasing authority; and 5) public-private partnership to better manage its portfolio. (PTB3)	9/30/06
1.26	By 11/1/06, OPDIVs provide Construction Program status (through quarterly status reporting) indicating performance against budget, scope, and schedule metrics. (PTB3)	11/1/06
1.27	By 1/30/07, HHS assesses previous year cycle and comparative status between HHS OPDIVs regarding performance measures, and issues pre-budget guidance for FY09.	1/30/07
1.28	Cycle repeats annually with submission of OPDIV scorecards and budgets.	

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2.0	Asset Management for Non-owned Real Property Portfolio—Budget Decision Making and Delivery (Land-Holding and Non-Land-Holding OPDIVs)	
2.1	By 11/1/05, to satisfy OMB reporting requirements, Space Utilization and Mission Dependency reported for Real Property Inventory in leased space in accordance with FRPC metrics as customized by HHS. (10x10)	11/1/05
2.2	By 1/30/06, evaluate collected guidance, discern best practices, share information amongst organizational entities and include any leasing program guidance in pre-budget guidance to OPDIVs. Collect all printed (published) Real Property Leasing guidance issued by either OPDIVs or STAFFDIVs.	1/30/06
2.3	By 3/30/06, develop process to consider applicable FRPC and HHS metrics in OPDIV/HHS budget process. (10x10)	3/30/06
2.4	By 3/1/06, establish a Department working group of OPDIV representatives (such as Real Property Officers) as the conduit for assessing the Real Property Leased Space Program (LSP), and for developing performance measures for the LSP. Develop a charter for the group, if appropriate. Organize recurring sessions for, among other things, the purpose of promulgating the correct (legal) way to manage HHS's Leasing Program. Group to initiate research on tools of the trade: e.g. Co-Star and the like. Evaluate aptness to HHS's Real Property Leasing Program and discern opportunities to share software. Develop process to consider consolidation/collocation of components in the same market as an ongoing activity. (PTB3)	3/1/06
2.5	By 6/1/06, OPDIVs budget submission for FY08 includes consideration of leasing aspects and FRPC metrics.	6/1/06
2.6	By 7/30/06, the working group will develop and adopt internal controls for the Leasing Program and evaluate the Warrant Program for Real Property Leasing Officers with emphasis upon the credentials required for becoming warranted and the ongoing educational requirements to maintain the warrant. Revise as necessary.	7/30/06
2.7	By 9/30/06, initiate OFMP-conducted audits of existing leases. If practicable, enlist realty experts outside the Department. For example OFMP might, within the context of eventual reciprocity, ask USDA to audit randomly selected leases.	9/30/06
2.8	By 10/30/06, working group to initiate development of Post Occupancy Evaluations (a.k.a. Customer Satisfaction Survey) to discern if commercially leased properties meet the mission needs of the organizational entity. Make use of GSA's annual IFMA survey in buildings under GSA custody and control that are assigned to HHS.	10/30/06
2.9	By 10/30/06, OPDIVs conduct an annual census/bottom-up review to calculate utilization rate to ensure that organizational entities are managing to the upset number of 215 USF and provide certification to OFMP as part of scorecard process. (PTB3)	10/30/06
2.10	Cycle repeats annually with submission of OPDIV scorecards and budgets.	
3.0	Facility Condition Assessment Program (Land-Holding OPDIVs)	
3.1	By 10/31/05, HHS submit to OMB waivers for non-reportable FRPC constructed asset level data elements. (PTB3) (not applicable? – no waivers requested ...)	10/31/05
3.2	By 11/1/05, OPDIV's revise Facility Condition Index ratings in ARIS. Deliverable - OPDIV effort to populate ARIS complete by 11/1/05 in accordance with approved Asset Management Plan. (10x10)	11/1/05
3.3	By 11/30/05, work group proposes a minimum acceptable average Facility Condition Index (FCI) rating for all applicable properties. Deliverable - Draft of a categorized rating system for OPDIV consideration.	11/30/05
3.4	By 12/15/05, receive OMB approval of 2 nd draft and finalize HHS RAMP that is consistent with FRPC standards and HHS-specific requirements. (PTB3)	12/15/05
3.5	By 1/30/06, OFMP reviews FCI data against draft minimum acceptable FCI levels; M&R backlogs; FRPC Operating Cost; Utilization, and Mission Critical metrics; prior budget data; and issues pre-budget O&M guidance for FY07. Deliverable - OFMP publishes FY08 O&M pre-budget guidance.	1/30/06
3.6	By 2/28/06, achieve OPDIV consensus on a minimum acceptable average FCI and a minimum acceptable individual asset FCI. Deliverable - OPDIV letter/email concurring on work group report or providing comments and commitment to include in OPDIV budget decision-making process for FY08 cycle.	2/28/06
3.7	By 3/1/06, implement (for budget cycle and GSA FRPP data call) reporting requirements for OPDIV's, and develop a self-certification and testing protocol to ensure that portfolio data is current and accurate. (PTB3)	3/1/06
3.8	By 3/30/06, OFMP publishes draft FCAP Policy revision for review, to include a minimum acceptable average FCI and a minimum acceptable individual asset FCI. Deliverable - OFMP circulates Draft FCAP Policy for review. (PTB3)	3/30/06
3.9	By 5/30/06, HHS formal FY08 Budget guidance requests OPDIV consideration of Facility Condition and minimum standards as part of strategic budget build.	5/30/06
3.10	By 6/1/06, OPDIV budget submissions reflect consideration of Facility Condition and minimum standards as part of budget build and strategic program integration. (10x10)	6/1/06
3.11	By 7/30/06, OFMP publishes HHS Facilities Program Manual Volume II, including OPDIV approved FCAP Policy. Deliverable - HHS Facilities Program Manual published. (PTB3)	7/30/06

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3.12	By 8/15/06, OPDIVs develop OPDIV-specific strategic plans, including training plans, to achieve and/or sustain FCI minimum acceptable levels. Deliverable - OPDIV submits copy of plan to OFMP.	8/15/06
3.13	By 9/1/06, OPDIVs implement strategic plan, including capital investment plans, operations and maintenance annual work plans, and leasing plans. (10x10)	9/1/06
3.14	By 9/15/06, transmit data call instructions and guidance for OPDIV submission of annual FRPP reporting requirements. (PTB3)	9/15/06
3.15	By 10/30/06, OPDIVs report FY06 FCI in ARIS as part of their Facilities Scorecard. Deliverable – ARIS has accurate/current FCI.	10/30/06
3.16	By 1/30/07, OFMP rates OPDIVs progress against their plan to achieve minimum FCI levels as part of Facilities Scorecard review process. Deliverable - OFMP scorecard ratings.	1/30/07
3.17	By 1/30/07, OFMP reviews FCI data in ARIS against draft minimum acceptable FCI levels; M&R backlogs; FRPC Operating Cost; Utilization, and Mission Critical metrics; prior budget data; and issues pre-budget O&M guidance for FY07. Deliverable - OFMP publishes FY09 O&M pre-budget guidance.	1/30/07
3.18	Cycle repeats itself annually with OPDIV ARIS, scorecards and budget submissions (PTB3)	
4.0	Develop, implement and execute Facilities Operations and Maintenance Best Business Practices Program. (Land-Holding OPDIVs)	
4.1	By 1/30/06, OFMP convene working group of OPDIV representatives to discuss strengths, weaknesses, threats, opportunities and objectives. Deliverables - a) a prioritized short list of best practices to consider, and b) consensus as to the estimated savings best practices may yield (e.g., 3%-5% of total operating cost). Deliverable: Meeting minutes and actions assigned to develop notional implementation strategies and better estimate potential costs and savings. Assessment on need for contractor support. (Note: Remainder of milestones and dates for O&M Best Practices may be adjusted depending on the outcome of this meeting.)	1/30/06
4.2	By 4/28/06, reconvene working group to review notional implementation strategies. Deliverable – Decision paper recommending implementation plan and schedule and potential FY08 budget requirements.	4/28/06
4.3	By 6/1/06, achieve consensus on best practices strategy. Deliverable - OPDIV letter/email concurring or providing comments. Each OPDIV produces a notional implementation plan for best practices.	6/1/06
4.4	By 6/1/06, develop capital investment plan, and operations and maintenance annual work plan, based on FRPC and HHS metrics for OPDIV FY08 budget submission. (10x10)	6/1/06
4.5	By 10/30/06, OPDIV's indicate progress against their plans on Facilities Scorecard. Deliverable - OPDIVs Facilities Scorecards. OFMP evaluate progress against strategy as part of Facilities Scorecard review for 1Q07.	10/30/06
4.6	By 1/30/07, OFMP assesses lessons-learned relative to best business practice strategies and issues pre-budget O&M guidance for FY09.	1/30/07
4.7	Cycle repeats annually with submission of OPDIV scorecards and budgets.	
5.0	Energy and Water Conservation Program (Land-Holding and Non-Land-Holding OPDIVs) Note: HHS has not yet received DOE guidance on the new 2005 Energy Legislation but we anticipate receiving it prior to 1/31/06. Based on DOE guidance, there may be both land-holding and non-land-holding OPDIV implications.	
5.1	By 12/31/05, Department to send a policy memorandum to the OPDIVs encouraging the use of Energy Savings Performance Contracts as provided in the new legislation.	12/31/05
5.2	By 1/30/06, HHS prebudget guidance to OPDIVs includes energy parameters per DOE guidance on 2005 energy legislation and EO 13123.	1/30/06
5.3	By 6/1/06, OPDIV FY08 budget submissions consider energy guidance and legislation requirements. (10x10)	6/1/06
5.4	OPDIVs (landholding) will develop a plan based on DOE/HHS guidance to install electric meters in buildings not currently separately metered and report results to the Department. - annually beginning 9/30/06 or by date that DOE includes in guidance document. Deliverable: Metering plan.	9/30/06
5.5	OPDIVs must report annually on achievements to meet the 3% goal to buy energy from renewable energy resources and on energy use reduction status against the new legislative baseline - beginning of each fiscal year or by the date that DOE includes in guidance document. Deliverable: Annual Report	
6.0	Environmental Management Program (Land-Holding and Non-Land-Holding OPDIVs)	
6.1	By 12/31/05, Environmental Management Systems approved by OS and in place for designated critical/pilot “appropriate” facilities. (10x10)	12/31/05
6.2	By 3/31/06, Environmental Management Systems initiated at remaining “appropriate” facilities. (10x10)	3/31/05
6.3	By 4/30/06, initiate gap analysis. Deliverable – Departmental memo from Agency Environmental Executive to OPDIV heads announcing gap/strength analysis.	4/30/06
6.4	By 6/30/06, OPDIVs complete data analysis and identify internal best practices.	6/30/06
6.5	By 9/30/06, recommendations compiled and discussed with OPDIVs; consensus on best practices to adopt with HHS gained.	9/30/06
6.6	By 12/30/06, OPDIVs prioritize recommendations for action and submit action plans.	12/30/06

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NR	Description	Date
7.0	Historic Preservation Program (Land-holding and Non-Land-holding OPDIVs)	
7.1	By 12/31/05, the Department will complete analysis of <i>Preserve America</i> reports and provide feedback to OPDIVs (landholding) on needed improvements.	12/31/05
7.2	By 1/31/06, the Department will provide historic preservation training to grants personnel.	1/31/06
7.3	By 12/31/06, OPDIVs issuing grants will ensure that all grantees have been notified of their responsibilities under <i>Preserve America</i> and the <i>National Historic Preservation Act</i> . OPDIVS will certify that this has been completed annually via report - due beginning of each fiscal year (Land-holding and Non-Land-holding OPDIVs).	12/31/06
7.4	By 6/30/06, the Department will send out instructions for annual update of <i>Preserve America</i> Report.	6/30/06
7.5	By 7/1/06, OPDIVs submit Historic Preservation Plans for historic real property assets that are identified in 8/05 HHS <i>Preserve America</i> report. Deliverable: Plans (10x10)	7/1/06
7.6	By 9/30/06, OPDIVs plan implementation initiated for 75% of historic real property assets that are identified in 8/05 HHS <i>Preserve America</i> report. Deliverable: Evidence of plan implementation. (10x10)	9/30/06
7.7	By 9/30/06, OPDIVs submit annual updates of <i>Preserve America</i> Report.	9/30/06
7.8	By 11/30/06, the Department will review and assess OPDIVs 2006 <i>Preserve America</i> reports and provide feedback via scorecard process.	11/30/06
7.9	By 12/31/07, the Department will assess progress of entire Department historic preservation program for compliance with <i>Preserve America</i> and <i>National Historic Preservation Act</i> and provide guidance as part of the pre-budget guidance process. (PTB3)	12/31/07
7.10	Cycle repeats itself with OPDIV submission of annual <i>Preserve America</i> reports, scorecards and budgets.	
8.0	Design and Construction Program (Land-Holding OPDIVs)	
8.1	No later than February each year, hold annual "Lessons Learned" workshop to discuss the pre-project planning (PPP) process, improvements to the Facility Project Approval Agreement (FPAA) and changes to be incorporated in next budget cycle. Emphasis will be placed on the purpose and application of the CII Best Practice Project Delivery Rating Index (PDRI) and its effectiveness in improving PPP.	2/??/06
8.2	By 4/01/06, establish working group to customize the PDRI tool specifically for HHS projects. Working group to be tasked to develop guidelines for use of the PDRI and a handbook for using the tool that identifies HHS elements and OPDIV specific elements.	4/1/06
8.3	By 4/31/06, develop a training module using CII best practice Project Delivery and Contract Strategy (PDCS). Working with the OPDIVs, OFMP will sponsor workshops to train the OPDIV trainers, who in turn will train OPDIV staff.	4/30/06
8.4	By 9/30/06, after validation by the Construction Metrics Working Group, implement previously developed measures 5 & 6 to assess the quality of the design and construction process.	9/30/06
8.5	By 10/31/06, conduct a Department-wide workshop to determine what best practices related to sustainable design can be responsibly implemented by all OPDIVs. From the workshop establish a working group to identify sustainable initiatives and develop recommended practices and policy for the Department.	10/31/06
8.6	By 1/31/07, implement a measure that assesses the impact of the new facilities on mission requirements. The Construction Metrics Working Group will develop the new measure with input from the Facilities Directors.	1/31/07
8.7	By 3/31/07, the PDRI Working Group will provide final PDRI guidelines and draft handbook.	3/31/07
8.8	By 7/31/07, the Sustainable Design Working Group will provide a report defining recommend sustainable practices and policy.	7/31/07
8.9	By 9/30/07, issue PDRI handbook.	9/30/07
8.10	By 1/31/08, issue sustainable design policy.	1/31/08
9.0	Facilities Competency and Retention Program	
9.1	By 12/30/05, initiate implementation of HHS Real Property Human Capital Resource Development and Retention Program. Ongoing effort will include determination of HHS Real Property Management Core Competencies, development of required linkages with internal and external institutions of continued improvement and incorporate in HHS RAMP. (PTB3)	12/30/05
9.2	By 3/30/06, develop course outline and for HHS Facilities Program Management course and contractor SOW for course development and award course development task order <ul style="list-style-type: none"> ▪ Project Management Seminar ▪ Budget Seminar ▪ Pre-Project Planning Seminar ▪ Sustainable Development Seminar ▪ Operations and Maintenance ▪ Facility Project Acquisition ▪ EO 13327 and Real Property Asset Management 	3/30/06
9.3	By 03/30/06, conduct a skills assessment survey.	3/30/06

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9.4	By 8/30/06, contractor rough HHS Facilities Program Management course ready for first prototype course presentation	8/30/06
9.5	By 9/30/06, form strategic alliances with organizations such as HHS University and OPDIV Workforce Development Organizations and determine Facilities Program Management course delivery strategy after prototyping is done	9/30/06
9.6	By 10/30/06 OPDIVs link training requirements to mission essential task list.	10/30/06
9.7	By 12/30/06, OPDIVs/OFMP establish minimum technical, leadership, and communication training requirements and objectives for RPM personnel.	12/30/06
9.8	By 12/30/06, establish and implement performance measures for evaluation of success of the learning organization.	12/30/06
9.9	On going: Emerging leaders program as a tool for training, succession planning, and retention: Expand awareness and implementation of the Emerging Leaders Program within Real Property Management organizational areas.	Ongoing
9.10	On-going: Mentoring/Coaching program as a tool for attracting good employees, training, succession planning, and retention: Establish/Strengthen mentoring/coaching programs. Publish coaching, counseling and mentoring guidance. Include information on OFMP website.	Ongoing
9.11	By 12/30/06, develop and implement a formal Facilities Employee Development & Management Cadre Program to support employee developmental opportunities and succession planning. Under the auspices of this program, institute a coordinated approach to all of the developmental initiatives (mentoring/coaching, training, rotational assignments, etc.).	12/30/06
9.12	By 12/30/06, investigate and consider opportunities to use "Community of Practice" mechanisms as an employee development tool. Develop Community of Practice forums for continuing education and discussion to cross organizational lines, encourage consistent processes, share lessons learned, interact on professional issues, ask questions and receive answers, etc. This could include on-going web-based forums in addition to making opportunities for direct interaction.	12/30/06
9.13	Date TBD: Establish lead Centers of Learning within the OPDIVs and HHS. Develop mission essential training courses <ul style="list-style-type: none"> ▪ Real Property Management Overview, first offering by 12/30/07 ▪ Performance-based contracts ▪ Reliability-Centered Maintenance ▪ Sustainable Development 	TBD
9.14	Ongoing: Rotational professional developmental details between the OPDIVs as well as HHS Headquarters. <ul style="list-style-type: none"> ▪ Emerging Leaders - targeted toward attracting and retaining new employees <ul style="list-style-type: none"> ○ Mentor/Coach ○ New Employee Developmental ▪ Senior Employee Developmental ▪ Rotational Assignments ▪ New Employee Developmental ▪ Senior Employee Developmental 	Ongoing
9.15	Encourage registration of design professionals and licensing of crafts persons by enabling them to participate in intern development programs, registration seminars and apprenticeship programs.	
10.0	Facilities Operating Cost (Land-Holding and Non-Land-Holding OPDIVs in GSA owned/lease assets where HHS is responsible for annual operating and maintenance costs).	
10.1	By 11/1/05, OPDIV's enter Operating Cost data in ARIS. Deliverable - OPDIV effort to populate ARIS complete in accordance with approved Asset Management Plan. (10x10)	11/1/05
10.2	By 1/30/06, OFMP reviews Operating Costs relative to internal HHS benchmarks (e.g., historical data, similar facilities at other OPDIVs) and issues pre-budget O&M guidance for FY07. Deliverable - OFMP publishes FY07 O&M pre-budget guidance.	1/30/06
10.3	By 4/28/06, reconvene working group to hone internal benchmarks and to identify possible external benchmarks. Deliverable - Tentative list facility of categories, range of values and sources of values. (PTB3)	4/28/06
10.4	By 7/28/06, reconvene work group to finalize draft benchmarks.	7/28/06
10.5	By 8/30/06, OPDIV Facility Directors concur on draft benchmarks or provide comments.	8/30/06
10.6	By 9/30/06, OFMP sends policy letter regarding benchmarks.	9/30/06
10.7	By 10/30/06, OPDIVs report FY06 Operating Cost as part of their Facilities Scorecard. Deliverable - OPDIVs Facilities Scorecards-Updated ARIS.	10/30/06
10.8	By 11/15/06, OFMP uses internal and external benchmarks to rate OPDIVs success against Operating Cost metrics as part of Facilities Scorecard review process. Deliverable - OFMP scorecard ratings.	11/15/06
10.9	By 1/30/07, OFMP reviews Operating Cost data against internal and external benchmarks, and issues pre-budget O&M guidance for FY08. Deliverable - OFMP publishes FY08 O&M pre-budget guidance.	1/30/07
10.10	Cycle repeats itself with working group reconvening in April to revisit benchmarks.	